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ABSTRACT

This learning unit on needs and rewards is one in the Choice Series, a self-learning development program for supervisors. Purpose stated for the approximately eight-hour-long unit is to enable the supervisor to understand and list the needs that influence work behavior and devise ways in which a work system can be both productive and rewarding for the work team. An introduction provides an overview of the unit and lists unit objectives. Parts A through C contain informative material, activities and answer keys, self-checks and answer keys, and a summary. Topics include people at work, human needs, and job performance. Part D contains performance checks--an end check to be completed alone and a tutor check and work-based project. Part E consists of a brief unit review, extensions (print sources of additional information, such as units or sections in books), and a list of references. (YLB)

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An Open Tech Project

SUPERVISING

PRINCIPLES AND PRACTICE OF SUPERVISION

11: Needs and Rewards

ED268236

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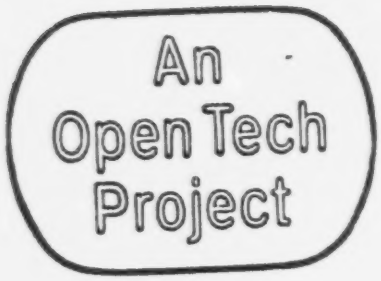
11: NEEDS AND REWARDS

Richard Ellingham



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Richard Ellingham
Needs and Rewards (Number 11 in the CHOICE SERIES of learning units)

Series Editor: Harry V Pardue
Northern Regional Management Centre.

WORKING GUIDE TO THIS UNIT IN YOUR DEVELOPMENT PROGRAMME

This Unit is now your personal property - it's not for handing back to your training officer or to a tutor. It is your working book.

The Contents will increase in value to you each time you write on one of its pages. This is a working text for your personal notes - without notes its value is limited.

Qualifications forget about certificates and diplomas - you don't need them for this programme. What you do need is the wish:-

* to do your job better
* for personal development

Your study time is really up to you - we guess you will need about 8 hours in total. But it's your time - spend as long as you like.

How am I doing? you can judge for yourself by checking out how well you cope with the tasks we call Activities and Self Checks which occur throughout the unit. You can also get the Tutor Check and/or the Work Based Project to your tutor for an unbiased view of your progress.

Work Pace it's really up to you and depends on your interest. However, if you do well on the Activities and Self Checks, you could afford to speed up a little. Of course, if you don't do as well as you expect then you could slow down a little or flick back into the unit for a quick review of the more difficult ideas.

When in doubt - ask or seek help from:

* your family and friends
* colleagues at work
* your company training staff
* other open learners
* your tutor, by phone, by a visit to your support centre or by dropping your tutor a line through the post.

Don't worry if what you learn doesn't seem to be of use to you now, remember that times change - it may be useful one day. Anyway, just knowing more improves personal confidence.

So now make a start:-

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11: NEEDS AND REWARDS by Richard Ellingham

ABOUT THIS UNIT

As a supervisor, you are held responsible for the output of your workteam. It is your job to ensure that they have all they need to be able to work productively.

This Unit should help you to develop your present knowledge of human behaviour in a way that will help you in your job.

We are fortunate to have available to us a large amount of knowledge and theory about the NEEDS and BEHAVIOUR of people at work. This helps us to develop sound ideas on how we can supervise our workteams with every chance of success.

This Unit should assist you to ensure that your workteam is able to be and stay productive and that by doing so they will find their work personally rewarding.

IN THIS UNIT WE WILL:

* identify some wider reasons why people go to work;

* list a number of needs that can influence work behaviour;

* assess how you can help your work team to work productively by making available those rewards which can satisfy their needs.

- - -

AUDIO TAPE
Side 1

Before you continue through the unit, you should now listen to Side 1 of the audio tape that accompanies this unit. You will find it useful if you refer to the unit objectives shown below whilst you listen to the tape. You may wish to make the objectives clearer to yourself by making a note or two on the page as you listen.

OBJECTIVES

When you have worked through this unit you will be better able to:

* understand what influences people's behaviour at work;

* list the various needs of each member of your work team;

* devise ways in which a work system can be both productive for your work section and rewarding to your work team.

PART A PEOPLE AT WORK

1 Introduction

In Part A we shall examine two aspects of people at work:

* the reasons why people work:

* what influences their behaviour at work

2 People and Work

Imagine that it is a bitterly cold winter's day. It's raining hard and the wind is gusting. On days such as these do you ever reflect on why you brave the elements and go to work?

If you don't go, certain consequences may arise that you would prefer not to arise. For example, loss of pay or resentment from colleagues who are doing your work as well as their own. Presumably when you go to work it is because you believe that the benefits of working are greater than the benefits of not working, even on that cold winter's morning.

But why do people work day after day, week after week and year after year? When I've asked supervisors this question, they have talked about maintaining and improving their standard of living. They work to feed and clothe themselves and their family, to pay the rent, to keep up the repayments on the car, to take holidays and so on.

If, like them, you work to achieve these and similar things, then it seems

> **WE WORK BECAUSE WE BELIEVE THAT THE RESULTS OF WORKING ARE MORE DESIRABLE THAN THE RESULTS OF NOT WORKING**

Put simply:

> **WE PREFER WORKING TO NOT WORKING, FOR A VARIETY OF REASONS**

ACTIVITY 1
Time guide
5 mins

Now let's think about some of the desirable results of working. Jot down three examples that immediately spring to mind.

* _____
* _____
* _____

You probably wrote down money or wages or salary. You may also have included the friendship of work mates, the chance to do interesting work, or the possibility of promotion. These are examples of REWARDS that are available from work.

So, you also work because

EXTENSION 1
page 63

YOU WANT THE REWARDS THAT ARE AVAILABLE FROM WORKING

Now we've discussed a number of issues about why people work, try the following self check.

SELF CHECK 1
Time guide
5 mins

Respond by completing each sentence with a suitable word or words.

1 People go to work because they _____ working to not working.

2 People work because they believe that the rewards of working are _____ than the drawbacks of not working.

3 The desirable consequences of working are called _____.

4 People work because they _____ the rewards that are available from working.

The answers to this self check are here in the following words so you'll need to check out your answers carefully. 1 prefer: like: 2 more desirable: preferable: more valuable 3 rewards: 4 want: need: desire: Other words with the same meaning are also suitable.

3 Behaviour at Work

Having established some of the reasons **WHY** people work, let's think about WHAT INFLUENCES THEIR BEHAVIOUR AT WORK.

As we've seen, people may make choices about whether or not they go to work. They also make choices about how they behave at work. Of course no one is completely free to do as they please. They are limited in what they can do by other people, particularly their supervisors and managers. On the other hand, no person at work is under the TOTAL control of another.

ACTIVITY 2
Time guide
5 mins

Jot down two or three aspects of work over which you can exercise a degree of choice. For example, you might be able to choose when you work.

* _____

_____

* _____

_____

* _____

_____

My own list would include items like:

* How much effort I put into my work.

* How I schedule my work.

* How I do my work.

* When I do my work (I work flexi-time.)

* When I take my meal breaks.

Even if our lists are different we can probably see:

EVERYONE HAS SOME CONTROL OF HOW MUCH EFFORT THEY PUT INTO WORK.

Even an assembly line worker has some control over how hard he works. He could, for example, miss out certain tasks - the odd nut and bolt or spot weld - when he thinks that this may go unnoticed by his supervisor or inspector.

It's not possible for the supervisor or manager to strictly control the effort that an individual puts into work, although it is possible to influence it.

So, it seems that a person's behaviour at work is influenced by the choices he makes. People make choices about how they behave at work, including

HOW MUCH EFFORT THEY PUT INTO THEIR WORK.

When making choices about how to behave, a person is guided by what they believe to be the likely consequences of their actions. Thus someone who thinks that hard work will lead to promotion, may put more effort into the job than will one who assumes that promotions go to the supervisor's 'favourites'. Similarly, an unwilling person who believes that poor time keeping will lead to disciplinary action is more likely to arrive on time than if they believe that lateness goes unnoticed.

So:

PEOPLE BEHAVE IN WAYS WHICH THEY BELIEVE WILL LEAD TO REWARDS THEY WANT AND AVOID SANCTIONS THEY DON'T WANT.

Now let's think about some of the rewards that are available from work and consider their importance to you.

ACTIVITY 3
Time guide
10 mins

List, in order to preference, UP TO SIX of your most important rewards available from work.

* _____
* _____
* _____
* _____
* _____
* _____

Check out the list of your six most important rewards by doing the following analysis. Read through the interviews I held recently with four supervisors from four different companies. As you read their replies to my questioning, write down FOR EACH SUPERVISOR, the list of their most important rewards in the order they give.

Interview 1 - George

George: I work for a plastics firm in Newtown. We manufacture a number of goods for the food industry, such as vending cups and cartons. I've been working there 11 years and have spent the last two as a supervisor in the warehouse. I have a staff of six people and we work a three shift system.

Interviewer: Can you tell us a little bit about your background. Are you married for instance?

George: I'm married - I've got three children, all boys ranging from 12 to 2.

Interviewer: Right. Previously, I asked you to list your six most desirable rewards. Would you just like to tell us what you've got on your list?

George: Number one is wages, in order to maintain my family's needs and my own personal needs, such as mortgage and food, clothing for the children. It is necessary to have a job with the highest incentives. I have found that wages are most important.

Interviewer: Right, the second thing you've got on your list is?

George: Job security. In today's society of high unemployment job security is important because, as I mentioned on the first point, when you have a mortgage, being unemployed is a particular problem. So I've put job security near the top of the list.

Interviewer: And the third item on your list is?

George: Job satisfaction. I feel that it shouldn't be a burden; going to work. If you have a job where you're satisfied it does help.

Interviewer: Do you find your job interesting?

George: I do, yes. I find it very interesting.

Interviewer: What aspects of your job do you enjoy doing?

George: Well I enjoy the supervising aspect . . . I also enjoy the authority and the sense of achievement in having certain tasks to do and seeing those through.

Interviewer: Right, let's go on with your list. The fourth thing is?

George: Well, future promotion - climbing up the ladder. One of the reasons I go to college is to get qualifications to further that need.

Interviewer: So, in the future, you're looking to get promotion and with promotion, you'd hope for more money and perhaps greater security as well?

George: Yes.

Interviewer: OK. Let's go onto the fifth item on your list.

George: A good pension. When the day comes when I am no longer able to work I'd like to enjoy a comfortable retirement.

Interviewer: And also provide some security for your family as well? The next thing on your list is?

George: Meeting people. I enjoy meeting people from other walks of life and dealing with people from other backgrounds.

Interviewer Thank you George, that was very interesting.

Interview 2 - Jim

Jim: I'm a raw material controller for a chemical company which is well known throughout the country. I've been with this company now for five years and I enjoy a position in a supervisory capacity. I'm also looking forward to a future promotion within the company. I'm a married man; my children have now left home as they are both married.

Interviewer: If I look at your list I see that you've got wages as number one. Why is this?

Jim: Well, wages are the biggest thing in life. Although my wages cover my necessities, I need more wages, of course, for the luxuries in life.

Interviewer: Looking at your list again, I notice that the second item you've got, is job satisfaction. I presume job satisfaction is important to you?

Jim: Yes, it's the second most important thing. If I didn't like the job that I was doing I wouldn't stick to it; I'd change my occupation.

Interviewer: Presumably, then, you enjoy the job you do?

Jim: I do, very much indeed.

Interviewer: What aspects of it do you enjoy?

Jim: Well it's a varied job; every day there are different challenges. Although it is basically a straightforward job, occasionally there are complications.

Interviewer: And the third thing you've got on your list, what's that?

Jim: Well, to go to work in the morning and at the end of the day to feel a sense of achievement as a result of the day's work.

Interviewer: How do you know that you've actually achieved something at the end of the day? Could you just give us an example of what you mean?

Jim: Well there are set targets for the day, in fact for the week, and we try to meet them day by day. At the end of the day if we're on top of the target, or in line with the target, then I'm quite happy.

Interviewer: Right, let's move on down your list. What else have you got?

Jim: The fourth thing I have is promotion within the company. Although I've just said that I have enough wages to keep me going, I'd like extra money, for the luxuries in life.

Interviewer: Yes, but if you don't need the extra money that comes from promotion, is there something else you want?

Jim: Yes it's the recognition by my supervisors that I'm capable of doing the job to their satisfaction.

Interviewer: I see that you didn't have a sixth item on your list. Did you run out of ideas at that stage?

Jim: I did actually. I can't think of anything else at the moment.

Interviewer: OK, thanks very much indeed.

Interview 3 - Dave

Dave: I work for the prison department at one of the most recent prisons in the country. It's a Category A establishment holding long-term prisoners. I fulfil the role of Senior Officer, Catering; providing three cooked meals a day for approximately 300 - 320 people. I am in charge of two other officers and fourteen inmates who actually do the preparation and partly cook the meals. I'm a married man with two children, both girls and still at school. I've been in this job for just over two years. This is the third posting I've had within the prison department.

Interviewer: Right, I would now like you to tell us about your six most important rewards at work.

Dave: At the top of the list I have wages. Like the two speakers before me, I find that the main incentive to actually go to work is the money. In the employment I'm in the wages are particularly good and it provides the necessary incentive to get you out of bed and take you there.

Interviewer: So for you wages are the most important reward?

Dave: Yes.

Interviewer: So, does that mean that given a free choice, you would choose the job which gave you the highest wage irrespective of anything else?

Dave: I couldn't go somewhere purely for the wages. I would like job satisfaction as well.

Interviewer: So job satisfaction is number 2 on your list?

Dave: Yes.

Interviewer: Do you get job satisfaction where you work?

Dave: I do, yes.

Interviewer: What gives you this job satisfaction?

Dave: The reaction from prisoners who can judge the standards of food today against the low standard it used to be. Catering in prisons is becoming a lot more professional now, than it was in the past.

Interviewer: So you get job satisfaction from producing good meals for the inmates of the prison?

Dave: Yes.

Interviewer: I see that the third item on your list is job security.

Dave: Yes that's right. The prison service is providing employment in one of the biggest growth in industries in the country! Whilst most other employment is running down, the number of people coming into prison is on the increase. I feel that the security within my own job will be long-lasting.

Interviewer: Right; I see that you've got as number four - promotional prospects. Are they good within the prison service?

Dave: They're very good, especially on the catering side. The rank that I hold now, of Senior Officer, is second within the rank structure. Promotion to Principal Officer, which is the next rank, is possible in just two to three years. Outside catering, we could be talking about anywhere up to 8 - 9 years.

Interviewer: Next on your list is an interesting environment. What do you mean by that?

Dave: An interesting environment in the sense that the type of people I'm working with can vary so much. In the 10 years that I've been in the service, I started with 14 - 17 year old boys. I moved on to Category C adults who are in very semi-secure conditions. I've also worked with remand prisoners and now I find myself working with Category A prisoners who are commonly known throughout the country, through the mass media.

Interviewer: I see, going down to the final item on your list, you've got other incentives. Give us some examples.

Dave: Well, within the department we're offered medical leave, paid holidays and rent allowances; we're actually provided with the uniform we work in.

Interviewer: That's very interesting, thanks very much.

Interview 4 - Steve

Steve: I work for an electronics firm which is a small subsidiary of a large company. I work on the research side. Unlike the other three, I'm single.

Interviewer: Although you haven't got many commitments, I see that you've still got wages at the top of your list. What do you do with all this money you're earning?

Steve: Well, I've got a lot more time for leisure. I want money for a decent holiday, and at the moment, I'm buying a new car. If the wages weren't there then I could not have these extra luxuries.

Interviewer: Are wages so important to you that you would go where the highest wages are?

Steve: No, I'd say that it was one of the main factors, but I would take other things into account, not only wages.

Interviewer: So, what is second on your list?

Steve: Well, it's a job you can relate to; one you get satisfaction out of doing.

Interviewer: Right, so number 2 on your list is job satisfaction. Perhaps not as important as wages, but it runs a very close second.

Steve: Yes. The job that I hold brings a lot of satisfaction because we actually start with the product at the beginning and I'm still involved with it at the end, when it comes for the electrical test to find out whether it works properly.

Interviewer: So you see the whole job through from the beginning to the end, which is good. I see that the third item you've listed is achievement. What do you mean by that?

Steve: Well, the achievement comes when we get jobs to do that are not designed or drawn properly. Once we've built them up we have to iron out any problems until we get them to work. When they work I get a sense of achievement.

Interviewer: And the fourth thing you've got on your list is what?

Steve: It's that any job is better than being on the dole. When I was about 18 or 19, I was on the dole for a year and it was the most boring time I've ever spent.

Interviewer: So, for you, working is more interesting than not working?

Steve: Yes.

Interviewer: I see that you've only got four things on your list. Did you have difficulty in thinking of six items to put down?

Steve: I did, yes.

Interviewer: OK. Thank you very much for your help.

- - -

A complete list would look like this:

GEORGE	JIM	DAVE	STEVE
Wages	Wages	Wages	Wages
Job security	Job satisfaction	Job satisfaction	Job satisfaction
Job satisfaction	Achievement	Job security	Achievement
Promotion	Promotion	Promotion	Work itself
Good pension	Recognition	Interest	--
Meeting people	--	Fringe benefits	--

- - -

We can see that some agreement does exist, for example all four put wages top of their list, three of them put job satisfaction second.

It seems fair to claim however, that no GENERAL agreement exists between them as to what are the six most important rewards from work.

Compare your list against those given by George, Jim, Dave and Steve. Is your list the same as any one of theirs? I could be wrong, but I bet your list is different from any of them!

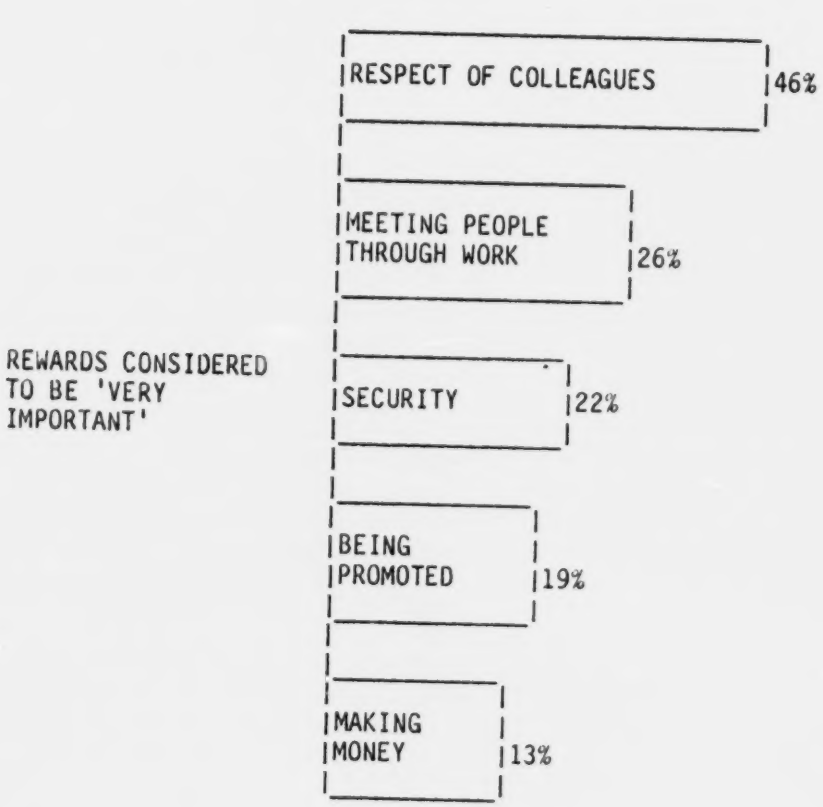
The conclusion we can draw is that we may all want wages to enjoy our work, but in the end

DIFFERENT PEOPLE SEEK DIFFERENT REWARDS AT WORK.

You may be interested in what a wider group of people seek from work:

In 1981 'The Guardian' newspaper conducted a survey of its readers to establish the rewards they considered to be important at work. Half 'The Guardian' sample thought 'THE RESPECT OF COLLEAGUES' to be very important. In the same survey a quarter rated 'MEETING PEOPLE THROUGH WORK' as very important, about a quarter considered 'SECURITY' as very important whilst less than a quarter saw 'BEING PROMOTED' as very important. These findings are illustrated below:

'The Guardian' Survey



Clearly, the views of 'The Guardian' readers differ from those of the four supervisors I interviewed. Comparing the two groups, it seems to confirm that:

PEOPLE SEEK DIFFERENT REWARDS FROM WORK

We've now identified three assumptions about people which influence their behaviour at work. See if you can recall what they are by carrying out the following self check.

SELF CHECK 2
Time guide
5 mins

Respond by completing each sentence with a suitable word or words.

(1) People make choices about how they behave at work, including how much _____ they put into their work.

(2) People behave in ways they believe will lead to _____ they want and avoid _____ they don't want.

(3) Different people seek _____ rewards from work.

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. 1) effort; energy; enthusiasm 2) 1st word - rewards 2nd word - sanctions 3) different; various; personal. Other words with the same meaning are also suitable.

4 Summary

People work for different reasons including

money

companionship

job satisfaction

security

We cannot assume that everybody feels the same way about work, but we can assume that people work because

* they believe that the rewards of working are preferable to the sanctions of not working

* they want the rewards that are available from work

People's behaviour at work is influenced by:

* the choices they make about their own behaviour;

* their beliefs about the likely rewards and sanctions of their chosen behaviour;

* the particular rewards they find personally attractive - different people want different rewards.

PART B HUMAN NEEDS

1 Introduction

This part focuses upon the satisfaction of human needs at work, we will

* illustrate how human needs influence behaviour;

* assess how needs can be satisfied through the provision of rewards;

* decide whether the provision of rewards leads to high productivity.

2 A definition

We all have needs which we must satisfy in order to remain healthy human beings. Clearly, we cannot survive for long without food, drink, sleep, air and a satisfactory temperature. These are examples of basic or physical needs. In addition we also have a variety of social and psychological needs, such as the need to feel secure, to be with other people, to be respected as an individual and to use our abilities and talents to the full.

If these needs are not satisfied we may not die, but we are unlikely to remain psychologically healthy. For instance, although it is possible to live without the company of others, in our society hermits are, at best, considered odd, and at worst, as mentally sick.

Although as human beings we do have similar KINDS of needs, we don't all have them to the same DEGREE. For example, although we all need sleep, not everyone needs the same number of hours of sleep at night. So needs exist in each of us in varying degrees.

SELF CHECK 3
Time guide
5 mins

Look at the list below and decide which one of them is only a physical need and which one of them only a social need.

(a) A glass of the lager that refreshes the parts other beers fail to reach.

(b) The respect of others.

(c) Promotion

(d) A drink of water.

Physical Need _____

Social Need _____

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. Physical Need a) a drink of water. Social Need b) the respect of others. Unlike water, a glass of lager really satisfies other more psychological and perhaps social needs. Also promotion may provide you with social respect but it really serves more personal and psychological needs.

3 Needs and Behaviour

Knowledge of human needs is important for a better understanding of your own behaviour and the behaviours of those whose work you supervise.

As a supervisor you'll appreciate that knowing the needs of your work team will help in your attempts to understand them.

EXTENSION 2 page 63

Needs are at the root of human behaviour. In the book "ORGANISATION THEORY" this point is summarised as follows:

> "Man is a wanting animal - as soon as one of his needs is satisfied another appears in its place. This process is unending. It continues from birth to death. Man continuously puts forth effort - works if you please - to satisfy his needs."

In this short extract DOUGLAS McGREGOR appears to be making four assumptions about people at work. These are:

(1) People always have needs

(2) They make efforts in an attempt to satisfy these needs

(3) Despite their efforts they never manage to satisfy all their needs

(4) These unsatisfied needs are at the root of human behaviour. They are forces that drive people to behave in certain ways

Accepting these assumptions, we can now develop another proposition about people's behaviour at work. This is:

PEOPLE BEHAVE IN WAYS WHICH THEY BELIEVE LEAD TO THE SATISFACTION OF THEIR NEEDS.

You'll probably recall an earlier comment where we considered that people behave in ways they believe will lead to the rewards they want. It seems therefore that people want rewards because they believe these rewards to be satisfying.

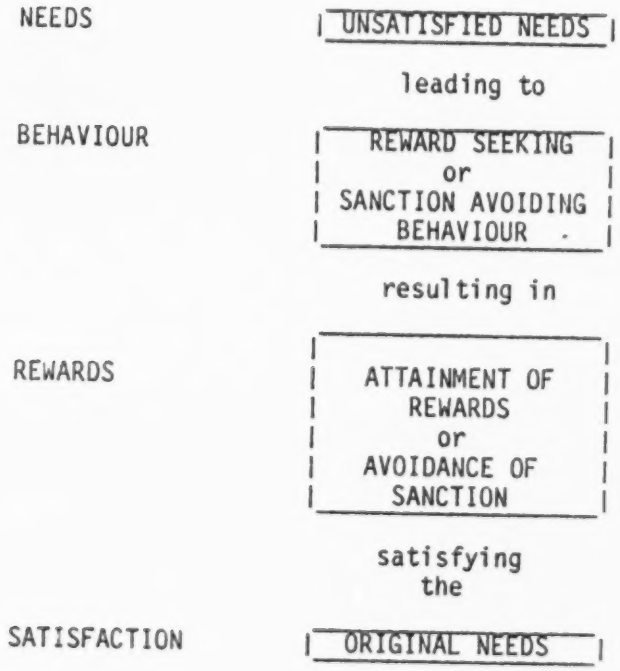
We also understand that a reward doesn't always have value; it only has value when it is seen to lead to the satisfaction of a need. For instance, money has no value in itself. Its value is that it can be exchanged for goods and services such as a train ticket. The rail journey in its turn will satisfy the need for transport to visit friends and family. Thus:

> MANY REWARDS ARE NOT AN END IN THEMSELVES BUT RATHER MEANS TO THE ACHIEVEMENT OF HUMAN NEEDS.

Accepting this idea, we can now develop yet another proposition about human behaviour at work.

> PEOPLE BEHAVE IN WAYS THEY BELIEVE WILL LEAD TO THE REWARDS WHICH WILL SATISFY THEIR NEEDS

This process of satisfying human needs through rewards is illustrated below.



SELF CHECK 4
Time guide
5 mins

Here is a list of REWARDS:

Pension scheme

Rest Room

Safety goggles

Praise for a job well done

Complete the following table by writing in against each NEED its matching REWARD **(each reward may only be used once).**

NEEDS:	REWARDS:
Need for companionship	
Need for protection from the environment	
Need for recognition	
Security	

Check your table against the one given below:

NEEDS:	REWARDS:
Need for companionship	Rest room
Need for protection from the environment	Safety goggles
Need for recognition	Praise for a job well done
Security	Pension scheme

Check these entries carefully - make sure that each REWARD can satisfy the associated NEED. It is important that the distinctions between rewards and needs are clearly in mind.

4 Human Needs at work

In the past, a number of writers in this subject have tried to identify human needs and have produced a confusing variety of listings, ranging from one list containing 14,000 different needs down to another list containing just two!

Here we are going to concentrate on the listing of human needs under five headings developed by the American psychologist ABRAHAM MASLOW. His work has probably been more influential than any other in the field of behaviour at work.

4.1 Maslow's listing of needs

Like Douglas McGregor, Abraham Maslow also sees man as a 'perpetually wanting animal'. He . argued from his observations that most people respond to a desire to satisfy five specific groups of needs.

Now let's briefly consider each group of needs in turn: a more detailed version is included in "SUPERVISORY MANAGEMENT".

EXTENSION 3
page 63

The Physiological Needs

The basic bodily needs of the individual such as food, water, air and sleep, essential for survival.

Work provides wages and salaries which pay for means to satisfy these basic physiological needs.

ACTIVITY 4
Time guide
5 mins

Which ONE of the following two items IS NOT an example of a provision for a PHYSIOLOGICAL need?

a a drinking fountain

b breathing equipment for a Fireman

Although the need for air is a physiological necessity, in the case of a Fireman the need arises from an unsafe environment. It is, therefore, an example relevant to our next group of needs:

Safety Needs

The needs for a generally ordered existence in a settled and threat free environment.

In addition to protection from the avoidance of physical harm, the safety needs include the need for a "well-ordered existence".

We like to know how things are ordered and what is likely to happen next. At work, this can be achieved through company policy, procedures, rules and regulations. These all help us to know what is expected of us and thus add to our sense of security.

ACTIVITY 5
time guide
5 mins

Which ONE of the following two items IS NOT an example of a provision for a SAFETY need?

a a friendly working group

b a comfortable working temperature

We would all welcome belonging to a friendly working group and may feel that it adds to our sense of security. However, on balance, it is really an example relevant to our next group of needs:

The Love Needs

These needs include the wish to give and receive affection and friendship and to be accepted as a member of a group. The provision of rest room facilities where we can meet others gives us the chance to satisfy these needs.

ACTIVITY 6
Time guide
5 mins

Which ONE of the following two items IS NOT an example of a provision for a LOVE need

a being accepted as a valued member of a working group

b enjoying the respect of your supervisor for being a first class operator

---

Being highly regarded by your supervisor goes beyond friendship - it means that he knows you are contributing well. This is an item from our next group of needs:

The Ego Needs

These needs refer to our need for self-respect. According to Maslow these Ego needs include a desire to be respected by others. Receiving praise and doing a job which we regard as important are examples of ways by which our Ego needs are satisfied.

ACTIVITY 7
Time guide
5 mins

Which ONE of the following two items IS NOT an example of a provision for an EGO need?

a feeling that you are attaining your career ambition

b meeting well the demand of your job

These two items may be related but attaining a career ambition seems to meet a further need of becoming what you wish to be. Attaining your career ambition is closer to an item in our final group of needs.

The Self-Fulfilment Needs

These needs include our desire to make the fullest use of our own capabilities - to develop and to realise our potential in one way or another.

It's difficult to provide everyone at work with the chance to satisfy these needs. In practice self-fulfilment comes from meaningful and interesting jobs. We know that such jobs are usually the preserve of skilled and professional peoples and of managers. This shouldn't mean than we ignore this need.

We must always seek out opportunities to emphasise the meaning and importance of any job, however simple, to the overall purpose. Communicating this importance to the job holder will at least partly meet this need.

So here we have Maslow's five sets of human needs. Let's list them here as a reminder:-

* The Physiological needs

* The Safety needs

* The Love needs

* The Ego needs

* The Self-Fulfilment needs

As a supervisor it is not necessary to recall these needs in detail. It is important, that you

APPRECIATE THE VARIETY OF NEEDS THAT PEOPLE MAY SEEK TO SATISFY AT WORK

and to ensure that satisfactions are available wherever practical.

SELF CHECK 5
Time guide
5 mins

Here is a list of specific needs:

For acceptance as a member of a group

To realise one's full potential

For prestige

For sleep

To avoid harm

Using this list, complete the following table by writing in against each of Maslow's Needs its matching Specific Need. **(Each need may be used once only.)**

MASLOW'S NEEDS:	SPECIFIC NEEDS:
PHYSIOLOGICAL	:
SAFETY	:
LOVE	:
EGO	:
SELF-FULFILMENT	:

Check your response to this self check by comparing your table with the one given below.

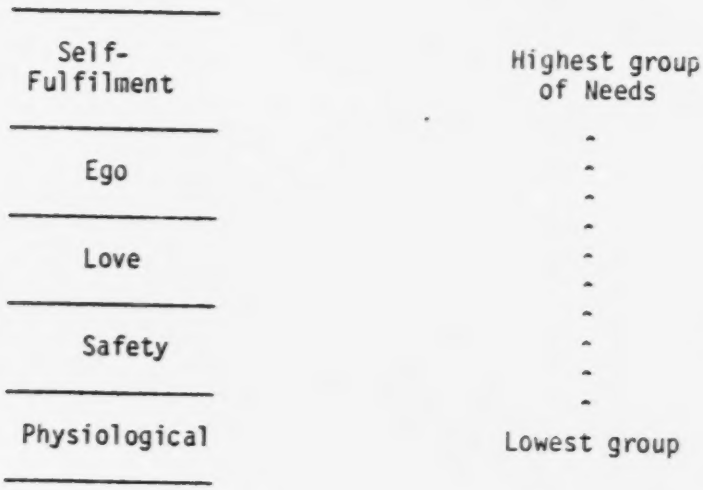
MASLOW'S NEEDS	SPECIFIC NEED
PHYSIOLOGICAL	For sleep
SAFETY	To avoid harm
LOVE	For acceptance as a member for a group
EGO	For prestige
SELF-FULFILMENT	To realise one's full potential

If you need to, check out your entries by flicking back into this section.

4.2 Maslow's Hierarchy (or Priority) of Needs

Maslow argues that there is an order of priority in which the five groups of needs become important to people. Therefore they should be viewed as forming a PRIORITY list or a HIERARCHY, with physiological needs at the bottom and self-fulfilment at the top. This hierarchy is illustrated below:

Maslow's Hierarchy of Needs



The significance of the hierarchy is that behaviour is likely to be dominated by our

LOWEST GROUP OF NEEDS THAT REMAINS UNSATISFIED

When our PHYSIOLOGICAL needs are largely satisfied then we will direct our behaviour towards the achievement of the SAFETY needs. Once one group of needs has been satisfied, it ceases to influence our behaviour. This leads to an important idea about human behaviour

A SATISFIED NEED IS UNLIKELY TO INFLUENCE BEHAVIOUR

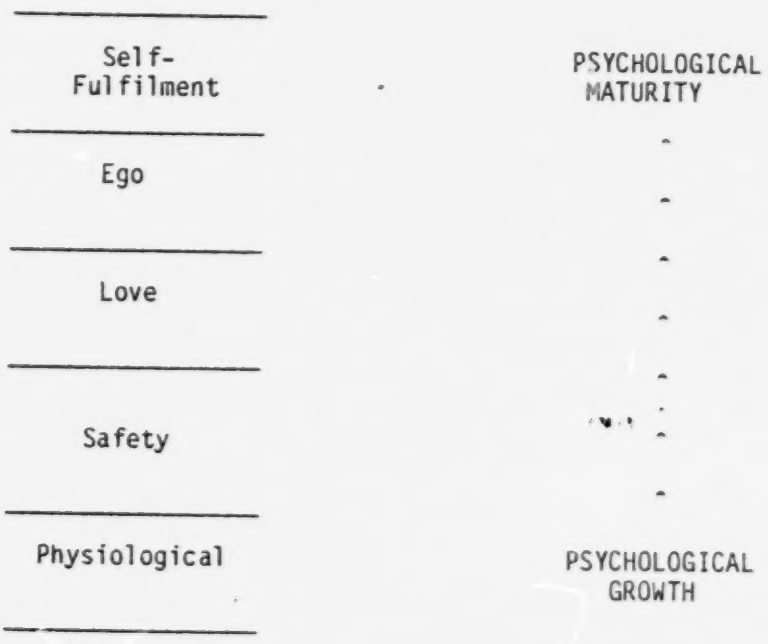
What happens when we reach the top of the hierarchy, when we achieve self-fulfilment?

Maslow argues that we continually strive to become more and more of what we are capable of becoming. Our self-fulfilment needs therefore can never be completely satisfied - like the end of the rainbow, they can never be reached.

I think we should now be able to appreciate that as a person moves up the hierarchy from the physiological needs towards self-fulfilment, then that person will grow in PSYCHOLOGICAL MATURITY.

Thus the desire for self-fulfilment may be described as the desire to become psychologically mature; to develop and grow into a 'complete' person. This relationship between need satisfaction and psychological growth is illustrated below:

Need Satisfaction and Psychological Growth



SELF CHECK 6
Time guide
10 mins

Respond to each statement by writing TRUE or FALSE in the space provided.

(a) People are normally motivated by their lowest order unsatisfied need. _____

(b) Ego needs must normally be satisfied before the love needs. _____

(c) Self-fulfilment needs cannot be completely satisfied. _____

(d) The need for self-fulfilment is the need to grow into a pyschologically mature person. _____

(e) Safety needs must normally be satisfied before ego needs. _____

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. a) Lowest order unsatisfied needs are normally strongest and so this statement is true. b) Unsatisfied love needs are normally stronger than ego needs so this statement is false. c) We continually try to increase fulfilment, so this statement is true. d) This statement is true - self-fulfilment and psychological maturity are coincidental. e) Unsatisfied safety needs are normally stronger than ego needs so this statement is true.

4.3 Alternatives to Maslow's hierarchy

REFERENCE 1
Page 64

In recent years some people have looked again at Maslow's idea that human needs are arranged in a hierarchy. In the book "ORGANISATIONAL BEHAVIOUR AND HUMAN PERFORMANCE", it is claimed that the evidence that needs are arranged in a consistent hierarchy is not sufficiently convincing.

For instance some needs are always present, like the need for dignity and fair treatment. Other needs come and go, like hunger and the need for the company of others.

Maslow's idea could lead to the mistaken belief that when we are hungry we don't worry too much about fair treatment. Only when we have eaten will we turn our attention to this higher need.

It is also claimed that as the situation changes then so will the priority of needs. Thus, in times of redundancy, the safety needs are likely to be of higher priority than, say, self-fulfilment.

It is also true that we will have a number of needs in mind at any one time

SO THE PICTURE IS FAIRLY COMPLICATED

However, we don't expect Maslow, or anyone else for that matter, to come up with theoretical ideas which can be applied to people with total certainty. We should be prepared to learn what we can from others and apply what we can to our own circumstances.

REFERENCE 2
Page 64

In the book "UNDERSTANDING ORGANISATIONS" the author seems to sum up our ideas in the following quotation:

> "Man is variable. He has many motives which at any one time form a hierarchy, but the particular hierarchy may change from time to time and from situation to situation."

It becomes clear, if we need reminding, that people are often more COMPLEX than Maslow's hierarchy of needs suggests.

We then take up some of Maslow's ideas but at the same time remember:-

* at any one time, a person's behaviour is likely to be influenced by a variety of needs

* as the situation changes so, it is likely, will the needs that are influencing behaviour

Nevertheless despite the criticisms that have been levelled against the ideas of Maslow, his work is IMPORTANT because it helps us to direct our attention towards

THE INFLUENCE OF HUMAN NEEDS UPON BEHAVIOUR AT WORK

SELF CHECK 7
Time guide
5 mins

Respond by completing each sentence with a suitable word or words.

(a) Man is more _____ than Maslow's hierarchy of needs might suggest.

(b) People's needs are not necessarily ordered in a _____.

(c) Whilst some needs are always present, others _____ with the situation.

(d) A person's behaviour may be influenced by a _____ of needs.

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. (a) complex: complicated: involved (b) hierarchy: priority: sequence (c) change: alter: vary (d) variety: number: hierarchy. Other words with the same meaning are also suitable.

4.4 The satisfaction of needs at work

Now we have looked at Maslow's groupings and his hierarchy of human needs, we can think about how these needs can be satisfied at work.

You may recall that needs are satisfied through the provision of rewards. In the following pages, we shall try to answer the question:

What rewards can management provide in order to satisfy the needs of people at work?

ACTIVITY 8
Time guide
15 mins

List up to **THREE REWARDS** that management can provide in order to satisfy **EACH LEVEL** in Maslow's hierarchy of needs. You may if you wish, put the same reward in more than one of Maslow's five groupings. I have included an example in each need grouping as a starter:

NEEDS	REWARDS
PHYSIOLOGICAL	* canteen facilities
	* _____
	* _____
	* _____
SAFETY	* sick pay scheme
	* _____
	* _____
	* _____
LOVE	* the chance to work in a group
	* _____
	* _____
	* _____
EGO	* praise for work done
	* _____
	* _____
	* _____
SELF-FULFILMENT	* an interesting job
	* _____
	* _____
	* _____

You'll see from the following table that you may well have included examples I've omitted, if so, just do a quick check by flicking back into the unit where we discussed each need grouping in detail.

NEEDS	REWARDS	
PHYSIOLOGICAL	* Canteen facilities * Luncheon vouchers * Money	* Drinking fountains * Rest rooms
SAFETY	* Safe working conditions and protective clothing * Company Policies Procedures, Rules Regulations * The chance to be a member of a trade union	* Pension and sick pay schemes * Agreements on short-time working * Money * Company training
LOVE	* The chance to work in a group * Social clubs and associated activities	* Rest rooms and canteen facilities where people can meet * The opportunity to be a member of a trade union
EGO	* Respect of others * Praise for work done * Status symbols such as money * Office with carpet	* The job title and its associated authority * Own parking space * Self-respect resulting from achieving success at work
SELF-FULFILMENT	* Interesting work * The opportunity to be creative * The opportunity to control one's own behaviour at work	* Challenging work * Using one's skills and abilities

You will have noticed that money appears against a number of NEEDS - it can be used to purchase goods and services which provide:

* the physiological necessities of life

* safety from the elements

* social status

It therefore appears under the Physiological, Safety and Ego Needs.

Although money IS very important it can't satisfy ALL human needs. Its significance is often overstated by such claims as, "good pay is all that people care about at work".

SELF CHECK 8
Time guide
5 mins

Respond to each statement by writing TRUE or FALSE in the space provided.

(a) At work, satisfaction can be provided at each of Maslow's five levels. _____

(b) Certain rewards may satisfy more than one need. _____

(c) The ego needs are only concerned with the respect from others. _____

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. (a) It is possible to satisfy all Maslow's needs at work to some extent, so this statement is true. It is, however, unlikely that an individual will totally satisfy ALL his needs at work. Love needs are more likely to be satisfied by family and friends than by work colleagues. (b) Money is an example of a reward that may satisfy more than one need, so this statement is true. (c) This statement is false - Ego needs are concerned with BOTH the respect from others and self-respect.

5 Needs Satisfaction and Productivity

Having seen that it is possible to satisfy a variety of human needs at work let's now consider the relationships between NEED SATISFACTION and PRODUCTIVITY.

Before we get into the arguments about this possible relationship, try this activity.

ACTIVITY 9
Time guide
5 mins

Think about the differences between someone whose needs ARE being satisfied and someone whose needs ARE NOT being satisfied. Describe, briefly, how each is likely to behave at work, including how much effort they will put into their work.

Someone whose needs **ARE BEING SATISFIED** at work is likely to

_____

_____

_____

Someone whose needs **ARE NOT BEING SATISFIED** at work is likely to

_____

_____

_____

When asked the same questions, supervisors expressed the opinion that:

Someone whose needs **ARE BEING SATISFIED** tend to

* **be more friendly and co-operative and work well at their job**

Someone whose needs **ARE NOT BEING SATISFIED** tend to

* **be more unfriendly and unco-operative and not work as well at their job.**

Although these views have been expressed,

THEY DO NOT APPLY TO ALL PEOPLE IN ALL SITUATIONS.

REFERENCE 3
Page 64

In the book "HUMAN RESOURCES MANAGEMENT" the author agrees with this argument as follows:

"The expectation that a satisfied employee will work hard is basically a paternalistic attitude on the part of the employer.

It implies either that the employee, grateful for being given a satisfying job shows his gratitude by complying with the employer's wishes, or that because he is satisfied he is inevitably enthusiastic, conscientious and persistent, and therefore produces at a high rate.

However, a more realistic assumption is that the employee may not have any feelings of gratitude towards his employer, and that his enthusiasm may show itself in a form unwelcome to the employer."

The words used in this quotation are a bit complicated.

It is saying that people at work are not always grateful for the opportunity to earn the rewards the company offers. If they were, then they would always work FOR the company even when they were a little reluctant to do so.

It is quite possible that a need for a rest from work and a chat to a colleague, will be satisfied at the company's expense even though people have a high regard for the company.

ACTIVITY 10
Time guide
10 mins

Try to think up two examples where individuals in your work team have behaved in pursuit of their own needs at the company's expense.

Example 1

Example 2

The two examples that spring to my mind are:

(1) When someone holds back their own production to the level of colleagues when seeking to retain their friendship and respect.

(2) When someone, who is paid by results, produces a poor quality product as a result of trying to increase output and subsequently their earnings.

These are my responses - your entries are probably examples of this same kind.

It appears then that the relationship between the **REWARD** and the **EFFORT** of an individual at work is not a simple one. This point is made in the book "HUMAN RESOURCES MANAGEMENT":

REFERENCE 3
Page 64

"It is possible for any degree of job satisfaction to be associated with any degree of productivity, that is, a satisfied worker may have low productivity or a dissatisfied worker may have high productivity or vice versa."

Accepting this argument, it seems that satisfying people's needs at work may not, of itself, lead to high productivity. Therefore we may claim:

GETTING PEOPLE TO INCREASE WORK EFFORT MIGHT INVOLVE MORE THAN SIMPLY PROVIDING REWARDS THAT WILL SATISFY THEIR NEEDS

IT MAY ALSO INVOLVE LINKING THESE REWARDS TO THE PRODUCTION THAT MANAGEMENT WANT

Therefore, supervisors who want their work teams to increase their effort must convince them that by working productively they will gain the rewards they desire. If, on the other hand, they don't work productively, they must convince them that they won't get what they want. This is, of course, easier said than done.

The problems associated with 'linking' desired behaviour to rewards are discussed in Part C of this unit.

EXTENSION 4 If you would like to know more about how workteams operate and how you can get them to work effectively together you might find it useful to look at the unit Workteams in this series.
Page 63

SELF CHECK 9 Respond to each statement by writing TRUE or FALSE in the space provided.
Time guide
5 mins

(a) Someone whose needs are not being satisfied will put little effort into their work. _____

(b) It is possible for a satisfied work team to have low productivity. _____

(c) It is possible for a dissatisfied work team to have high productivity. _____

(d) Getting people to work productively simply involves providing the rewards that will satisfy their needs. _____

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. a) Someone whose needs are not being satisfied can put a great deal of effort into is work, although they might not do so, so this statement is false. b) There is no simple relationship between job satisfaction and productivity, so statements (b) and (c) are both true d) This will not work in all cases, so this statement is false. To get some people to work productively may involve 'linking' desired behaviour with rewards.

6 Summary

People have a number of different needs which affect different people in different ways.

Those needs can be classed as:

physiological needs

safety needs

love needs

ego needs

self-fulfilment needs

Satisfying needs does not necessarily mean that productivity will increase

UNLESS

the satisfying of needs is seen to be linked with behaving in a way that the company wants.

PART C JOB PERFORMANCE AND REWARDS

1 Introduction

Toward the end of Part B, we discovered that ensuring people work productively often involves more than simply satisfying their needs at work. It may mean linking the rewards that people desire with the behaviour that management want from them.

Part C focuses on:

* the problem associated with linking rewards to behaviour

* the part that you can play in explaining these links to your work team

Because management want all their people to work productively, the central question explored in this Part is:

HOW CAN SUPERVISORS ENSURE THAT THEIR WORK TEAMS OPERATE PRODUCTIVELY?

2 Linking rewards to productivity

Ensuring that each person in your work team works productively involves a series of complex tasks. It means getting materials and equipment to your work team and making sure they are fully trained and have clear information about what is required.

BUT THERE'S MORE TO IT THAN THIS

In this section we are particularly concerned with the encouragement of productive effort from each member of your work team. This will involve:-

* convincing them that working productively will lead to individual rewards

* convincing them that these rewards cannot be gained in any other way.

Now let's look at some of the problems of putting this into practice.

2.1 Individual needs and rewards

Let's concentrate on "the individual rewards" wanted by your work team:

ACTIVITY 11
Time guide
5 mins

Think for a moment about the members of your work team.

Do you know what rewards each one of them want from work?

If you are not sure what rewards each of your work team seeks, what can you do to find out?

I can _____

_____

_____

Usually managers and supervisors don't always ask people what they want from work - they sometimes **ASSUME** they already know! Frequently such assumptions are wrong. So the best way to find out is obvious - **ASK THEM!**

Many managers and supervisors believe that all people at work are alike in that they all want the same reward, usually money. This may not always be so. You may recall, from Part A, that

DIFFERENT PEOPLE SEEK DIFFERENT REWARDS

It may be possible for an "expert" to establish what your people want, by carrying out an interview programme or by conducting an attitude survey. Fortunately, you don't need to resort to these complex methods.

You will be sufficiently in touch with your work team and will be able to identify their needs through DAY-TO-DAY CONVERSATION.

The message is:

GET TO KNOW YOUR WORK TEAM WELL ENOUGH TO ESTABLISH WHAT THEY WANT FROM WORK.

REFERENCE 3
Page 64

In the book "HUMAN RESOURCES MANAGEMENT" we are advised not to assume that we know everything about our work teams:

"A supervisor or manager whose communications with his subordinates are good, will know many of their attitudes and how strongly the are held,

THOUGH THE DIFFERENCE IN STATUS WILL PROBABLY PREVENT THIS KNOWLEDGE FROM BEING COMPLETE

As we saw in Part B, people's needs are not necessarily fixed. As their situation changes either at work or outside of work, then so might the rewards they desire.

So we are advised to:

KEEP IN TOUCH WITH WORK TEAMS SO THAT WE CAN RECOGNISE WHEN THEIR PERSONAL CIRCUMSTANCES CHANGE

SELF CHECK 10
Time guide
5 mins

Describe, briefly, two things supervisors can do to find out what each member of their work teams wants from work.

1 _____

_____

_____

_____

2 _____

_____

_____

_____

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. 1 Supervisors can get to know members of their work team well enough to establish what they want from work. 2 Supervisors can keep in touch with members of their work team so they can recognise when personal circumstances and needs change. These may both be done by day-to-day conversation and keeping eyes and ears open for clues.

2.2 Productivity and Individual Rewards

Let's now consider how we may convince people that "working productively will lead to individual rewards".

ACTIVITY 12
Time guide
5 mins

Read the following short case incidents and deal with the questions that follow:

Case 1

John Bloke, a salesman, is paid a basic wage plus commission on sales. He receives his wage weekly.

Case 2

Doreen Smith is an invoice clerk, she receives an annual salary paid monthly. The company operates a profit sharing scheme whereby the invoice clerks are paid an annual bonus based upon the profits of the company.

Which of these two employees is most likely to believe that their own effort is 'linked' to the level of their earnings?

JOHN or DOREEN? .....

Explain briefly the reasons for your choice.

Do you agree that John Bloke will see the links between what he does and what he earns more clearly than will Doreen Smith? What John sells in one week WILL BE reflected in the amount of his commission earnings in the next week. By increasing his efforts he will increase the number of customer calls and, as a consequence, increase sales, and WILL EARN MORE. If he reduces his calls and sells less, he WILL EARN LESS.

The effort Doreen puts into her work may not be reflected in her earnings. The volume of invoices she herself processes is unlikely to influence very much the profits of the COMPANY AS A WHOLE. It is or the collective efforts of all the invoice clerks that will do this.

So John has more CONTROL over what he earns that does Doreen.

Secondly, John has a direct link between his sales and his earning and this is REINFORCED EACH WEEK when he gets his wages. He is reminded that it has been a good or a bad week, as the case may be.

Doreen, on the other hand, has to wait for up to a year to find out how much bonus she will get. Even then, she will not know if the size of the bonus is due to her efforts, the efforts of others or some unknown event in the market place.

Based upon the cases of John and Doreen, it would appear that in order to convince people that working productively will lead to rewards:

* PEOPLE MUST BE ABLE TO INFLUENCE THE REWARDS THEY GET BY THE EFFORTS THEY MAKE

* THE EFFECTS OF THEIR EFFORTS SHOULD BE MADE KNOWN TO THEM AS FREQUENTLY AND AS SOON AS PRACTICABLE.

It is not enough to simply TELL work teams that by working productively now, they will get the rewards they want in the future. It must be DEMONSTRATED that working productively DOES lead to rewards.

Rather than making promises that cannot or will not be met, it's better to be honest with work teams about the rewards that ARE available to them. There is little point in hinting to a person that working productively will lead to promotion when it is known that senior management don't consider them a suitable candidate.

Failure to achieve promotion will be noticed by others in the work team, and the supervisor's standing with them will suffer. Inability to keep promises regarding future rewards will eventually demonstrate to the work team that, however well they work, the rewards they want will never follow. This is quite the opposite to what it is hoped to achieve.

SELF CHECK 11 Respond to this statement by writing TRUE or FALSE in the space provided.
Time guide 2 mins

Promising rewards for productive work is the most appropriate way for supervisors to convince their work teams that working productively will lead to the rewards they want.

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. When a supervisor enjoys the trust of the work team, promises that productive work will lead to rewards may be believed. If, when the time comes the rewards cannot be delivered, the supervisor's credibility will be lost, so this statement is false. This danger can be avoided by the supervisor putting the work team in a position where they CAN influence the rewards they receive. This means putting them in a position where productive work will lead AUTOMATICALLY to rewards. Here his approach is one of SHOWING rather than telling or promising. This is the better way to convince people that productive work will lead to rewards.

2.3 Rewarding work

Now let's explore the extent to which you are able to reward your work team.

ACTIVITY 13 Check the status of your authority at work by writing YES or NO in the appropriate space:
Time guide 2 mins

(a) A member of your work team wants some extra money. If he does a good job can you award him more pay?

(b) If another member values time with his family, can you let him leave work early, once he has reached his work target for the day?

A NO response to either question obviously means that such decisions fall outside your job - you don't have the AUTHORITY to makethem. Fortunately there are other ways which you CAN and do use to reward your work team.

Let's think about those kinds of rewards that most supervisors can provide.

ACTIVITY 14
Time guide
5 mins

Think about the way you treat your work team. Jot down three of the main rewards that you can offer them. I have put in one typical reward as an example:

* organising the work to take account of individual needs.
* _____
* _____
* _____

Some typical rewards that supervisors can provide:

* Organising work to take account of individual needs.
* Improving social relationships within the work team.
* Communicating well with the work team.
* Adopting an appropriate degree of supervision.
* Exercising a LITTLE DISCRETION over certain MINOR rules, regulations and procedures.
* Taking a personal interest in their work and giving praise for a job well done.

Since your list is dependent upon the authority you personally enjoy as a supervisor it may contain other items. However we should agree that:

ALL SUPERVISORS CAN PROVIDE SOME PERSONAL REWARDS FOR THEIR WORK TEAMS.

Let's now consider each of these six rewards in turn.

The FIRST of our SIX rewards is:

ORGANISING WORK TO TAKE ACCOUNT OF INDIVIDUAL NEEDS.

* You may be able to ALLOCATE JOBS across your work team. Since different people enjoy different tasks it may be possible to give them jobs they prefer.

  However, some jobs may be unpopular with all members of a work team - we would resist the temptation to use these as sanctions! The job would not be well done if we were to do so.

  Job allocation decisions must be thought through carefully beforehand so that accusations of unfairness can be answered convincingly. FAIRNESS IS ALWAYS A VITAL CONSIDERATION.

* You may be able to ALLOCATE OVERTIME. This is always a sensitive area and requires careful thought as being fair cannot always mean an EQUAL distribution of overtime.

  The work needed may require the skills of a particular person. Being fair in this case means having a proper explanation for the overtime imbalance.

* You may be able to decide on HOW tasks are allocated to members of your work team. For example, it may be possible to give someone a series of jobs to do and leave it to them to decide the order in which they do them.

  The alternative is to allocate the jobs one at a time in an order that you decide.

  Letting them decide is a mark of your trust in them and as such, is a reward.

* PEOPLE ARE DIFFERENT - some may enjoy having a number of tasks to do at any one time, others might find this stressful and want to be given jobs one job at a time. It's your job to decide which is appropriate.

ACTIVITY 15
Time guide
5 mins

How might you ensure that each member of your work team was allocated a FAIR SHARE of the popular as well as the less popular jobs?

*

One solution is to have some form of job rotation whereby these jobs are changed round at regular intervals. Another is to make sure that you have a sound explanation for any unequal distribution of these jobs.

ACTIVITY 16
Time guide
5 mins

How might you ensure that each member of your work team gets a FAIR SHARE of the overtime available?

* _____

_____

_____

_____

You may have an overtime roster to solve this one - it certainly helps to avoid argument! However some imbalance may be unavoidable - in this case you should have a convincing explanation.

SELF CHECK 12
Time guide
5 mins

Respond by completing each sentence with a suitable word or words.

(a) Although most supervisors have limited authority to reward their work team, all supervisors can _____ some rewards

(b) Letting people decide the order in which they do a series of jobs is a mark of your _____ in them.

(c) Some people may find that having a number of jobs to do at any one time is _____.

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. Typical words you might use: (a) *provide: give; control* (b) *trust; confidence;* belief (c) stressful; worrying; taxing. Other words with the same meaning are also suitable.

The SECOND of our SIX rewards is:

IMPROVING SOCIAL RELATIONSHIPS WITHIN THE WORK TEAM.

Supervisors may be able to influence the physical layout of the workplace.

An office supervisor may be able to determine the layout of the office furniture. This physical layout may mean that one person is better able to talk to a colleague than to someone who is more distant.

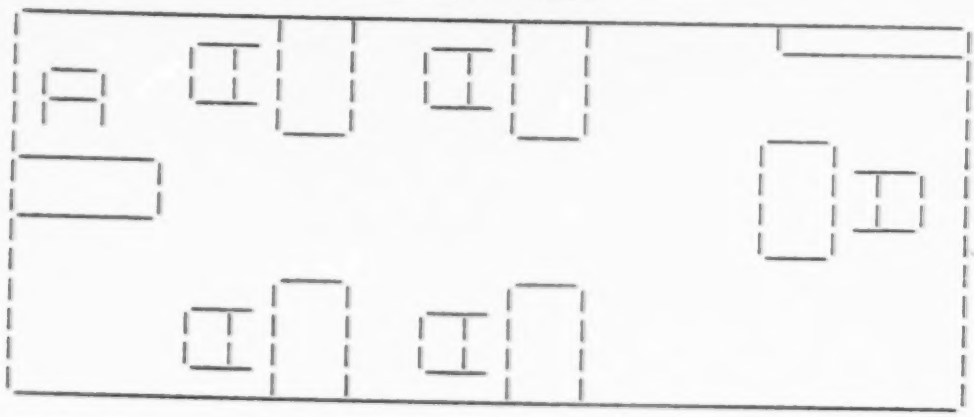
Thus the layout can affect social relationships. In that these relationships can influence their satisfactions, **AND HENCE PRODUCTIVITY.**

These are important factors to consider alongside those considerations of work flow.

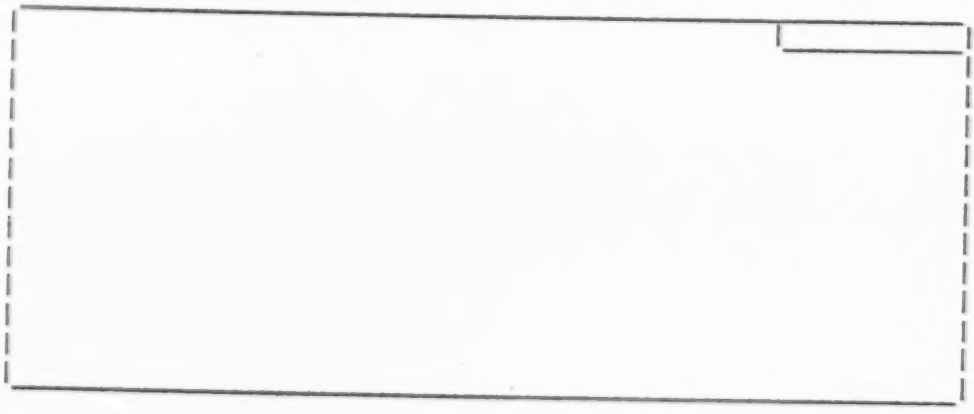
ACTIVITY 17
Time guide
10 mins

Study this plan of a typing pool.

Plan of a typing pool



How might the supervisor re-arrange the room to accommodate the social needs of the typists? Draw your plan in the space provided.



One solution might be to situate the typists in pairs facing one another. The supervisor might also move to face across the office rather than face the typists in what might be felt to be an over-watchful manner.

Although some supervisors cannot alter their workplace layout, they can still do things to improve the social relationships in their work team.

For example, they may put friends in the same work group or situate them within talking distance of one another or give them the same rest breaks or meal sittings. They might also persuade management to shield noisy machinery to allow people to talk to, rather than shout to, each other.

The THIRD of our SIX rewards is:

COMMUNICATING WELL WITH THE WORK TEAM.

How many times have you heard the complaint that people at work are often kept in the dark and not told things in which they have an interest and involvement?

As a supervisor, you may be able to change this situation. Perhaps you can tell them what's going on, how the company is doing, whether production targets are being met and what changes are taking place.

You might invite comment over these and other matters which could be helpful to you.

The FOURTH of our SIX rewards is:

ADOPTING AN APPROPRIATE DEGREE OF SUPERVISION

No one likes to have their supervisor "looking over their shoulder" all the time. Most of us prefer to be left to get on with our work. Of course there will be times when we require help and assistance. How closely you supervise your work team is a matter of personal judgement - you need to know what is going on, but you don't want to cause upset or stifle initiative. Over-supervising may be seen as a lack of trust and therefore a kind of sanction.

The FIFTH of our SIX rewards is:

EXERCISING A LITTLE DISCRETION OVER CERTAIN MINOR RULES, REGULATIONS AND PROCEDURES.

Like policemen who may decide not to report a motorist who drives at 32 mph in a 30 mph limit, the supervisor can sometimes exercise similar discretion - BUT ONLY IN MINOR MATTERS.

Possible examples of MINOR breaches could be:

* returning to their workplace 2 minutes late from a tea break

* going to the Personnel office to a previously agreed appointment without reminding you.

It is worth repeating that this discretion must only be exercised over minor matters such as those illustrated in the above examples - I hope that in your organisation these actually are minor!

Here, two points are worth bearing in mind:

* your workteam should be treated fairly in that favours should not go to 'favourites'

* if things go wrong over the matter of discretion you are unlikely to get the full support of Higher Management. You might even be disciplined for such action - so you will need to be careful.

The last of our SIX rewards is:

TAKING A PERSONAL INTEREST IN THEIR WORK AND GIVING PRAISE FOR A JOB WELL DONE

It is always important to let everyone in your work team know how well they are doing. They are being paid for their work and probably enjoy other rewards too - but showing your respect can satisfy ego needs. This will also boost their confidence in what they are doing.

ACTIVITY 18
Time guide
5 mins

Underline in the following list, those situations where YOU WOULD take strong action:

(1) smoking in a prohibited area

(2) operating a machine without a safety guard

(3) arriving 2 minutes late for work for the second time in a month

(4) not wearing protective clothing because it's uncomfortable

(5) drinking alcohol at work

(6) taking a pencil home for his children

(7) making an urgent private telephone call without permission.

Like the problem of the closeness of supervision, the extent to which you exercise discretion over the interpretation of rules, regulations and procedures, is a matter of careful personal judgement. However I would be very surprised if you did not underline items 1; 2; 4; 5; - the others do seem to be small enough to require a mention only.

SELF CHECK 13
Time guide
10 mins

Write a brief response to the following question.

What things should you take into account when deciding upon the degree to which you supervise your work team?

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. How closely you seek to control your work team is a matter for your individual judgement. Supervision should be close enough to enable you to know what's going on, but not so close as to annoy your work team nor stifle 'initiative'.

Before moving on to our next heading, let's remind ourselves of our SIX rewards that most supervisors can influence. Although most supervisors do not have sufficient authority to provide all the rewards their workteam want, most supervisors can:

* organise work to take account of individual needs
* improve social relationships within the work team
* communicate well with the work team
* adopt an appropriate degree of supervision
* exercise a LITTLE DISCRETION over certain MINOR rules, regulations and procedures
* take a personal interest in the work and give praise for a job well done.

Clearly, the rewards you can provide for your work team are limited by your own authority. It is up to you to discover how best you can reward them within the limitations of that authority. The list above, is designed to help you come up with suitable ideas. These ideas, and others you may have thought of, are based upon the belief that:

ALL SUPERVISORS CAN INFLUENCE SOME OF THE REWARDS
THEIR WORK TEAM SEEK TO ACHIEVE AT WORK.

2.4 Controlling rewards

Earlier in this unit we dealt with he importance of 'linking' productive work with the rewards for that work. You might recall that we said that this involved:

CONVINCING YOUR WORK TEAM THAT REWARDS
CANNOT BE GAINED IN ANY OTHER WAY

With this statement in mind try the following activity:

ACTIVITY 19
Time guide
10 mins

Read the following case incident and deal with the questions which follow:

Case Incident

A work team employed by XYZ Ltd are known to spend long lunch breaks in the local pub playing darts and dominoes. They regularly fail to complete the work scheduled for the week. This work then has to be completed at weekends on overtime.

(1) What 'links' do the workteam see between their work and the rewards they receive?

It seems to me that the workteam believe that by taking it easy they can increase their weekly earnings through the overtime pay.

(2) What might their supervisor do to change their belief that taking things easy will lead to an increase in weekly earnings?

The following might be tried:

(1) Make frequent 'spot checks' on the group during normal working hours. Thus the belief may become that poor output will lead to "closer" supervision which is a mark of their supervisor's disapproval.

(2) Once the supervisor is sure that the workteam's low productivity is due to their own inaction, rather than some other reason, he might suggest offering the resulting overtime to other groups of more productive workteams.

By repeating (1) and (2) above he may eventually convince the low productivity workteam that taking it easy will not lead to the overtime they want.

Of course, there is no guarantee that these approaches will work, but perhaps they are worth trying. You may have come up with better alternatives than these.

The main point of this case incident is not that one solution is better than another, but that

SUPERVISORS CAN TAKE ACTION TO CONVINCE THEIR WORK TEAMS THAT THE REWARDS THEY WANT CANNOT BE OBTAINED OTHER THAN BY PRODUCTIVE WORK.

The approach is one of 'showing' rather than 'telling'. Supervisors must be able to convince work teams that unproductive behaviour will not lead to the rewards they want.

SELF CHECK 14 Complete the following sentence with some words of your own:
Time guide
5 mins

It's possible to convince work teams that unproductive behaviour will not achieve the rewards they want, by:

_____

_____

_____

The answers to this self check are here in the following words, so you'll need to check out your answers carefully. The sentence may be completed with: showing them that their unproductive behaviour will not lead to the rewards they want or convincing them that the rewards they want will be replaced by sanctions they don't want. Your version should contain one or more of these key words: show, convince, rewards, sanction.

3 Summary

In order to persuade a workteam to put productive effort into the job you must persuade them:

* that productive work will lead to the rewards they want
* that their rewards cannot be obained in any other way.

Supervisors may not have the authority to give many rewards but you can still provide personal rewards such as:

thanks

recognition

information

discretion over minor matters

In order to be able to reward the workteam you need to

* find out what rewards each member of the workteam wants
* create situations where productive work DOES lead to rewards they want
* identify the opportunities which you do have to reward the workteam
* put people if necessary in situations where unproductive behaviour DOES NOT lead to the rewards they want.

PART D PERFORMANCE CHECKS

1 End Check

Time guide 60 mins

You may review your understanding of the Unit as a whole by completing this group of questions. DON'T GUESS THE ANSWERS - if you're not sure, flick back into the Unit and check before responding.

If you are still unsure then put a question mark against your response before proceeding.

TRUE/FALSE

Respond to each statement by writing TRUE or FALSE in the space provided.

1 People work because they desire the rewards from working. _____

2 Most people consider money to be the only important reward available at work. _____

3 Most people behave in ways they believe will lead to the satisfaction of their needs. _____

4 Self-fulfilment needs can never be fully satisfied. _____

5 At work a satisfied person is always a productive person. _____

6 Effective supervisors know what their work teams want from work. _____

7 Since supervisors have limited authority they cannot reward their work teams. _____

8 The only way to allocate overtime 'fairly' is to give equal amounts to each member of your work team. _____

COMPLETION

Respond by completing each sentence with a suitable word or words.

9 If supervisors want their work teams to work productively they must convince them that productive work will lead to the rewards they _____.

10 People make choices about how they behave at work, including how much _____ they put into their work.

11 A _____ need will NOT influence behaviour.

12 People behave in ways which they believe will lead to the _____ which will satisfy their needs.

13 The need for self-fulfilment is the need to grow into a psychologically _____ person.

14 It is desirable that members of your workteam see the _____ between productive work and the rewards they want.

15 All supervisors can _____ some personal rewards for members of their workteam.

MULTIPLE CHOICE

Respond to each question by putting a mark against the ONE answer which is most correct.

16 Which one of the following is a need?

(a) salary

(b) companionship of others

(c) canteen facilities

(d) promotion

17 People are most influenced by:

(a) unsatisfied needs

(b) desirable rewards

(c) basic needs

(d) a hierarchy of needs

18 A reward has most value when

(a) it is earned

(b) it can be exchanged for goods and services

(c) it satisfies a need

(d) it is linked to effort

19 Which one of the following is one of the five in Maslow's groupings

(a) basic needs

(b) chronic needs

(c) love needs

(d) primary needs

20 Which one of the following rewards is associated with Esteem Needs?

(a) sick pay

(b) protective clothing

(c) the opportunity to be creative

(d) praise for a job well done

21 The most appropriate method for supervisors to establish what their work teams want is:

(a) day-to-day communication

(b) formal interviews

(c) attitude surveys

(d) suggestion schemes

22 All supervisors can reward their work teams by:

(a) operating an overtime roster

(b) assigning them to tasks they prefer

(c) setting 'realistic' work targets

(d) offering praise for work well done

23 Here is a list of <u>rewards:</u>

Praise
Interesting job
Pension scheme
Working in a group
Money

Using this list complete the following table by writing in against each NEED its appropriate REWARD (each reward may only be used ONCE).

NEEDS:	REWARDS:
Self-fulfilment Need	_____
Love Need	_____
Ego Need	_____
Safety Need	_____
Physiological Need	_____

END CHECK - Checkout

AUDIO TAPE
Side 2
Time guide
35 mins

The answers and explanations for these End Checks are on Side 2 of our Audio Tape. Have your responses with you as you play this tape. As you listen you can check out how well you have done and make notes as you proceed.

2 Tutor Check

Time guide 60 mins

Read the following case incident, then deal with the accompanying questions.

Case incident

John Clarke has been the Office Supervisor at ABC Plastics for longer than he cares to remember.

Over the years his staff has changed. Most of the older members of his work team have left to be replaced by younger people, many with no previous work experience. When John took the job, most of his staff were male; now the majority are female.

Recently, John has become increasingly frustrated with his work team. It's not that their work is poor or that targets are not being met. He just feels that they lack enthusiasm and commitment to their jobs. They don't seem to put much effort into their jobs.

Yesterday, John discussed his feelings with Harry Spokes a supervisor in the Moulding Department. Their conversation went as follows:

John : "I don't know, they just don't seem to care."

Harry : "Well have you approached them and talked to them about it?"

John : "Not likely, All they'll do is moan about this and that. Last time I talked to them they complained about the changes I made in the holiday roster. I'm not giving them another chance to grumble!"

Harry : "Yes, but aren't their feelings important? Shouldn't you be concerned about what they want?"

John : "I know what they want, Harry. What we all want - more money All those women work for is pin money."

Harry : "Are you sure? Whan I chat to my lads I'm frequently surprise by the range of their interests. You know Fred Jarvis? Well, his wife won a tidy sum on the pools, yet he still works on the moulding machines. Says he prefers working to being at home with the grandchildren!"

John : "OK. Say I could find out what my people want, what can I do about it? You know how much authority a supervisor has in this place!"

You only need to write ONE or TWO sentences against each question.

(1) Do you agree with Harry when he implies that John Clarke should be concerned about what his work team want from work? Explain, briefly, the reasons for your response.

(2) Should John question his own assumption that his work team are alike in that they all want money? Explain your answer.

(3) How might John find out what rewards members of his work team want?

(4) What can he do to reward his work team?

Send to tutor

Now get your answers to your study tutor either by post or handing it over personally. You will receive your tutor's assessment and comment back through the post as soon as can be managed.

3 Work-based Project

Time guide
60 mins

Earlier in this unit we saw how an organisation can provide a variety of rewards to satisfy the different human needs indentified by Abraham Maslow.

For this project you might find it useful to uncover the various ways your employer rewards employees. This may involve obtaining information from your place of work.

(1) Describe, briefly, five methods by which your employer attempts to satisfy the needs of employees. Give ONE example for EACH of the five need groups in Maslow's groupings.

(2) Support your descriptions with specific examples and/or documentation. (For example, if your employer provides social facilities, describe them. If bonus earnings are provided, attach the relevant section from the pay agreement.)

(3) Identify which people get each of the rewards you have described. (For example, all may receive paid holidays, but only some may experience a sense of achievement.)

Send to tutor

Now get your answers to your study tutor either by post or handing it over personally. You will receive your tutor's assessment and comment back through the post as soon as can be managed.

PART E UNIT REVIEW

1 Return to Objectives

Having completed your work on this unit let's review how you feel about each of our three opening objectives. I will repeat them here and add comment:

You should now be better able to:

* UNDERSTAND WHAT INFLUENCES PEOPLE'S BEHAVIOUR AT WORK

Of course I can't really know whether you have met this objective or not. However, if you have maintained your interest in this material and participated with me in doing most or all of the work I have set you, then my confident guess is that you have succeeded.

Now to our second objective:

You should now be better able to:

* LIST THE VARIOUS NEEDS OF EACH MEMBER OF YOUR WORKTEAM

There is only one way to find out whether you have met this objective - "do it"! Try writing down the name of one of your workteam and make out a short list of his or her needs - don't forget to ASK! You recall that we all to easily make assumptions about the needs of others.

Our third objective:

You should now be better able to:

* DEVISE WAYS IN WHICH A WORK SYSTEM CAN BE BOTH PRODUCTIVE FOR YOUR WORK SECTION AND REWARDING TO YOUR WORKTEAM

Once again, there is only one way to checkout - "do it"! Try to see how you can relate the actual needs of one of your workteam to the output you want.

You see what I am suggesting. I am asking you to MEASURE your success in this unit by performance -

* PUTTING YOUR KNOWLEDGE AND UNDERSTANDING INTO PRACTICE

- it's the only way to demonstrate to yourself and to others that you are now more skilled than you were before your studies.

I hope that this work you have done was enjoyable and useful enough to encourage you to continue your studies.

2 Extensions

I recommend that you take up as many of these extensions as you can. They will further increase your understanding and interest. You will also be able to check out a number of the ideas that I mention in the Unit. The extra time and effort will prove very worthwhile.

EXTENSION 1 Book - "Supervisory Management" see section 3.6.5 Comments

Author - David Evans

Publisher - Holt, Rinehart, Winston

These comments make particular reference to F W Taylor and his failure to take into account the variety of needs that can become active at work. Our work so far is based on the ideas that people have a variety of needs and that these needs do influence behaviour.

EXTENSION 2 Book - "Organisation Theory" Edited by D Pugh

Reading 16 "Theory X and Theory Y" by Douglas McGregor

Publisher - Penguin - Modern Management Readings

You don't need to study this reading too hard - just get a flavour of what McGregor is saying. You might check that my four assumptions do follow from what McGregor writes.

EXTENSION 3 Book - "Supervisory Management"

Author - David Evans

Publisher - Holt, Rinehart and Winston

The sections 3.10 to 3.10.11 covers the same ground that we have explored - you might find that the writing of another author makes for an interesting comparison.

EXTENSION 4 Book - The Choice Series: 13 Workteams

Author - Ysanne Carlisle

Publisher - Northern Regional Management Centre

This unit deals with the complex of people in workteams and gives the supervisor some advice on how to get the best results from the workteam.

These extension opportunities can all be taken up via your Resource Centre.

They will either have the materials or will arrange that you have access to the materials. However it may be more convenient to check out the materials with your Personnel or Training people at work - they may well give you access. There are other good reasons for approaching your own people, for example they will become aware of your interest and you can involve them in your development.

3 References

REFERENCE 1 Book: Organisational Behaviour and Human Performance

Author: Lawler E E and Suttle J L
A causal correlational test of the need hierarchy concept

REFERENCE 2 Book: Understanding Organisations

Author: Handy C B

Publisher: Penguin, Harmondsworth 1980

REFERENCE 3 Book: Human Resources Management

Author: Graham H T

Publisher: MacDonald and Evans, London 1980

These references can all be taken up via your Resource Centre. They will either have the materials or will arrange that you have access to the materials. However it may be more convenient to check out the materials with your Personnel or Training people at work - they may well give you access. There are other good reasons for approaching your own people, for example they will become more aware of your interest and you can involve them in your development.

If you do wish to make use of these references then don't think that you must read them right through. Just dip into them for a slightly wider treatment of the topic raised by the unit.

I should warn that the language and style of the writing is often difficult to cope with. So don't struggle with it too much. Do what I do when in difficulty, put the book back on the shelf and find a better one!

THE CHOICE SERIES

PRINCIPLES AND PRACTICE OF SUPERVISION

11 Needs and Rewards
12 Enriching Work
13 Workteams
14 Team Leading
15 Leading Change
16 Organisation Systems
17 Supervising in the System
18 Supervising with Authority
19 Workplace Control
20 Taking Decisions

TECHNICAL ASPECTS OF SUPERVISION

30 Looking at Figures
32 Using Graphs
33 Method Study
34 Easy Statistics
35 Quality Control
37 Controlling Output
38 Value Analysis
39 Quality Circles
40 Computers
41 Stores Control
42 Managing Time
43 Descriptive Statistics
45 Supervisors & Marketing

COMMUNICATION

60 Communicating
61 Speaking Skills
62 Writing Skills
63 Communication Systems
64 Orders and Instructions

ECONOMIC AND FINANCIAL ASPECTS

70 Accounting for Money
71 Control via Budgets
72 Cost Reduction
73 Wage Payment Systems
74 The National Economy

INDUSTRIAL RELATIONS

80 Training Plans
81 Training Sessions
82 Discipline and the Law
84 Health and Safety
85 Industrial Relations in Action
86 Equality at Work
87 Hiring People
88 Supervising and the Law